

PERSONALITY DYNAMICS ON PERSEVERANCE ATTITUDE OF INDIVIDUALS IN JOB INFLUENCING VARIABLES ASSESSMENT

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ABSTRACT

Perseverance refers to the commitment, hard work, tolerance, continued existence etc. and it is all about trying again and again. The evaluating judgments or statements concerning to the perseverance termed as Perseverance Attitude of individuals. Job can be defined as a group of standardized tasks related by similarity of functions. Performing a job requires many aspects includes internal and external to the individual occupational environment. Thus, a better understanding on perseverance attitude assists the individuals in exercising the assigned duties through learning, adopting, adjusting and to become as a perfectionist. The dynamics of personality factor is inevitable in identifying, developing and sustaining the perseverance attitude of individuals in avoiding job hurdles by predicting and concentrating on the job influencing variables. This study is accentuated on psychoanalyzing the impact and impressions of personality dynamics on perseverance attitude of individuals in job influencing variables assessment (JIVA).

KEYWORDS: Perseverance, Attitude, Learning, Adjusting, Job

INTRODUCTION

Individual's occupational performance coupled with self interest-concept-esteem, more over it is of understanding the job influencing variables. Employee acts differently at different situations. The perceptions, attitudes, behavioral patterns will vary from time to time and environmental changes. Peculiarly all job requirements and fulfillments are not similar. Job is a compositions and permutations of multi variables. Managing job is another issue. Normally every organization focuses majorly on job performance facet rather than making the individuals to understand exactly the job influencing variables. Sometimes star performers are not in a position to deliver outcomes as per the expectations of the firm. Whenever the same incidents are continuously notified by the immediate supervisors or immediate authorities, must start analyzing the typical conditions occurring for those situations. Performing a job should not be considered as routine. Every job varies as per the internal and external business environmental changes. Under these circumstances personality factor implications possess a decisive role in transforming the critical situations into manageable workplace issues. Personality is a characteristic way of responding to people, situations and things that are more or less consistent. Thus shaped personality factor directs the individuals to manage effectively themselves at all the times in the workplace. Perseverance attitude of the individuals to realize significance of commitment, working effectively, never give-up nature, stop complaining, working under tuff times etc. Therefore this personality trait makes a lot of difference at the workplace. When employees present with this attitude to handle job responsibilities reduces the negative complexities and maximizes the work ethic orientation, which is crucial to the organizational success. Business mechanics are quiet difficult to assess, in fact a continuous effort of self-development is only a pill to this chronic problem.

Job variables puts a psychological pressure on the individuals, these compels self-adjustments with the work environment. Job performance and satisfaction elements are interlinked. This situation is also termed as Change or Die. Age old job theories are no more. Now, it is age of treating the job as a dynamic entity which requires personality factor considerations. The current study goes with the in detail study, analysis and implications of perseverance attitude of human resources from the above said context.

REVIEW OF PERTINENT LITERATURE

Individuals work effectively whenever they are motivated through the job, assigning matching jobs with individual requirements and potentials (Latham, G. P., & Pinder, C. C., 2005). Job performance has a base of individuals academic experience; basically learning attitude shaped in education phase. The elements like creativity, career potential and job performance are interrelated (Kuncel, N. R., Hezlett, S. A., & Ones, D. S., 2004). Personality assessment can be used as efficient tool to predict and change the job content and context (Mischel, W., 1968). The personality factor helps in measuring the individual intelligence at workplace. Managing a job lies with the intellectual capabilities of the employee (Moutafi, J., Furnham, A., & Paltiel, L., 2005). There is a close relation between the character and intelligence. Character aspect decides the intelligence usage at workplace (Webb, E., 1915). Personality measures as a predictor of job performance, vital in job evaluations (Tett, R. P., Jackson, D. N., & Rothstein, M., 1991). The big five model of personality has a higher implications in assessing job influencing variables (Goldberg, L. R., 1992). Attitudes, personality and behavior collectively insist an individual to develop certain perceptions towards job and organization (Ajzen, I., 1988). Pay is not only a key motivator for an employee to develop positive intentions but also considered as a job satisfaction metric (Dreher, G. F., 1977). Organizational citizenship behavior can be maintained through the personality assessment (Smith, C. A., Organ, D. W., & Near, J. P., 1983). Emotional intelligence is another significant personality quotient used to judge individual actions and reactions under critical conditions (Cooper, R.K., 1997). Organizational culture acts as a differentiating factor from other firms, makes the employees to involve closely with the jobs (Judge, T. A., & Cable, D. M., 1997).

Career related aspects can be used to assess the person-environment fit, generally individuals give high priority for managing their career prospects (Gati, I., Garty, Y., & Fassa, N., 1996). Individual differences at workplace determines level of group collectiveness and efficacy (Kristof-Brown, A.L., Zimmerman, R.D. and Johnson, E., C., 2005). Transformational leadership has a potential influence on effective job management; it includes the applying and usage of creativity and innovations at workplace (Gumusluoglu, L., Ilsev, A., 2009). Proactive personalities are the outcomes of the managed behaviors and maximized positive affectivities (Kim, T., Hon, A., & Crant, J. J., 2009). Organizational commitment and job performance goes together; it needs a greater attention on personality shaping (Riketta, M., 2002). Personality factor imposes many constraints and probabilities towards assessing important job influentials (Chauhan, D., & Chauhan, S., P., 2006).

Interactional organization research is required to be improvised as per the changing situations. It is a process and not a system, established for the purpose of developing models based on organizational requirements with person-job fit (Chatman, J., A., 1989). Group effectiveness enhanced through the higher level of involvement in brainstorming sessions, this context presents many personality implications. Personality match degree is the mostly identified aspect of effective group functioning (Bolin, A., U., & Neuman, G., A., 2006). Human fulfillment at workplace rests with the task performances. Job variables affect on individual attitudes at developing and understanding their role (Nemiroff P., M., & Ford, D., L., 1976). Impact management objectivity is building top performing organization, which encounters various personality issues (Esque, T.J, & Gilmore, E.R, 2003). Personality-Organization fit exists as a result of

personality assessments towards the job performance and satisfaction. This approach requires an integrative review of conceptual measurements and adoptions (Kristof, A.L., 1996). Individual's always involve in comparisons of their jobs with others, it tends to find many job influencing variables and ultimately facilitates in measuring person-job fit degree (Caldwell, D.E. and O'Reilly III, C.A., 1990).

STATEMENT OF THE PROBLEM

Every job presents certain challenges and expectations. Literally speaking this encapsulates understanding and performing the job through ensuring right lining of individual occupational capacities. Personality dynamics are central in managing effectively the job influencing variables. Job tackling, fulfillment, performing, progress depends on both individual and organization attitudes here the personality factor plays a mediating role. Perseverance attitude develops the individual effectiveness in assessing of job influencing variables. This study is intended to address the influence and impact of perseverance attitude of individuals in evaluating the job leading variables which has become an inescapable act in the ever changing business panorama.

SIGNIFICANCE OF THE STUDY

Job performance and satisfaction aspect determines the degree of individual integration with job-organization. Personality dynamics influences workplace issues and develops certain understandings-cum-assumptions in the mindset of employees. The organizations can completely utilize their man power through making the individuals to assess influencing job variables. Perseverance attitude of individual enhances the extent of adjustment-learning-adopting variables of job. In this regard the present study occupies its own place through identifying, developing and sustaining perseverance attitude of the individuals towards paradigm shift from routine job issues.

OBJECTIVES OF THE STUDY

The following are the objectives of the study:

- To study the effect of job influencing variables assessment on person-job fit;
- To find out whether there exist any connection between job influencing variables assessment and perseverance attitude of individuals;
- To ascertain impact of personality factor in developing perseverance attitude among individuals at workplace and
- To identify the personality implications in optimizing the individual occupational contributions though sustaining perseverance attitude;

HYPOTHESES

The following are the hypotheses of the study:

- Personality fit will have positive impact in assessing job influencing variables;
- Positive alignment of perseverance attitude will have positive impact in person-job fit;
- Absence of perseverance attitude among individuals will have negative impact on their job satisfaction and performance;
- Managed personality factor will results in developing and sustaining perseverance attitude among individuals at workplace;

- Perseverance attitude will facilitate an organization and individual to reach the state of optimum occupational contributions.

METHODOLOGY

The theoretical foundation of this research study is based on a review of relevant literature. This literature review focused on scholarly literature including textbooks, empirical studies, and articles associated with person-job fit. This study consists of quantitative method. Population consists of IT (Information Technology) Sector Employees exists in two segments namely Electronics City (popularly known as Electronic City), Bangalore and HITEC (Hyderabad Information Technology and Engineering Consultancy) City, Hyderabad. The population includes various categories of IT Employees like Software Engineers, Senior Software Engineers, Project Managers and Project Architects. This is also a field study. Unit of analysis is an individual employee level. Judgmental Random Sampling procedure is followed to select sample respondents, looking into convenience 261 respondents are selected from the two segments. A total number of 300 questionnaires were distributed for this study. Of this number, 273 were returned and 261 were found usable. The sample included 168 males (64.37%) and 93 (35.63%) females.

The range of ages of the respondents is from 21 to 50 years. The educational level of the respondents is high with 84% holding bachelor degree's (B.Tech / B.E and B.Sc., B.Com.) or posts graduate degree's (M.Tech, M.C.A, M.B.A. and M.Sc.). Slightly more than half (36.7%) of the respondents reported that they hold the position of Software Engineers (Programmers); whereas 24.8% are Senior Software Engineers; 19.7% represents Project Managers and 18.8% are Project Architects. The Experience of the respondents ranged from five to twenty years. Data is collected from the respondents by using the interview schedule specifically designed for the purpose. This study is designed as a quantitative survey of the conditions, experiences and feelings of employees, is constructed for measuring. Drawing upon our own experiences, observations and the available literature the questionnaire is prepared to collect data from the respondents. Job influentials are taken into consideration for the preparation of items. Only job related variables and the other aspects related to personality dynamics on perseverance attitude of individuals are considered in framing the tool for the collection of the data.

The items are designed and scored to indicate high or low performance rating towards job matters. Likerts summated rating technique is the method adopted. Accordingly each scale item consisted of 5 response categories: Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree, which are scored from 5 to 1. A high score for response to any of the items indicates a high level of effectiveness rating and low score indicates a low level of effectiveness rating. The responses to the various statements by all the respondents are carefully recorded and tabulated. The survey was conducted from October to November 2013. The tabulated data is analyzed with various statistical tools like mean, standard deviation, variance and simple percentages (Descriptive statistics), correlation (Association statistics), chi-square test (frequency statistics) and hurwicz criterion for various acts (Decision Theory).

ANALYSIS

Table 1: Perception of Respondents towards the Impact of Perseverance Attitude on Job Dynamics

Area	N	Mean	Standard Deviation	Coefficient of Variance
Job Expectations	261	3.2	6.70	44.84%
Performance Consistency	261	3.1	5.92	35.07%
Job Acumen	261	3.8	6.42	41.12%
Job Fulfillments	261	2.9	5.62	31.61%
Self-Analysis	261	2.8	4.05	16.4%

Table 1: Contd.,				
Work-ethic Orientation	261	3.4	6.33	40.04%
Job Loyalty	261	4.1	7.29	53.16%
Job Duties v/s Responsibilities Match	261	4.6	9.51	90.49%

Source: Field Survey

Table 1 evidently shows the mean ratings and standard deviations to the eight factors for the whole sample. The Mean ranged from 2.8 to 4.6; Standard Deviation ranged from 5.62 to 9.51. As evidence by the mean ratings, the top rated perseverance factor which influences the job dynamics is match between job duties and responsibilities, it possesses the Highest Mean (4.6) and Standard Deviation (9.51). This followed by job loyalty (with Mean 4.1 and S.D 7.29), job acumen (with Mean 3.8 and S.D 6.42), work-ethic orientation (with Mean 3.4 and S.D 6.33), job expectations (with Mean 3.2 and S.D 6.70), performance consistency (with Mean 3.1 and S.D 5.92), job fulfillments (with Mean 2.9 and S.D 5.62) and self-analysis (with Mean 2.8 and S.D 4.05).

Table 2: Influence of Perseverance Attitude of Individuals on Job Influencing Variables Assessment

Perseverance Attitude Potentiality Areas on Job Influencing Variables Assessment	Level of Influence		
	High	Medium	Low
Innovative Methods of Working	61.22	11.31	27.47
Emotional Intelligence	76.62	14.02	9.36
Interpersonal Relations	45.93	32.74	21.33
Openness to Experience	48.97	22.61	28.42
Hard Working	45.29	23.32	31.39
Readiness to Change	56.48	32.89	10.63
Personal Values	43.12	22.19	34.69
Self-Judgments on Tasks Done	57.65	29.08	13.27

Source: Field Survey

Table 2 clearly presents influencing areas of perseverance attitude on job dynamics is emotional intelligence (90.64%) is high influential area followed by readiness to change (89.37%), self-Judgments (86.73%), interpersonal relations (78.67%), innovative methods of working (72.53%), openness to experience (71.58%), hard working (68.61%) and personal values (65.31%).

Table 3: Correlations to Personality Factor in Developing Perseverance Attitudes among Individuals at Workplace

S. No.	Personality Inkling	Job Influencing Variables Assessment (order of Significance)
1	Personality Types	0.999354 (1)
2	Situations	0.815485 (5)
3	Emphatic Attitude	0.730481 (8)
4	Self-esteem & Self-reliance	0.983726 (2)
5	Perceptions	0.613950 (10)
6	Physiological Factors	0.741953 (7)
7	Non Complaining Nature	0.780469 (6)
8	Learning Aspect	0.655800 (9)
9	Attitudes	0.877866 (4)
10	Emotions	0.927377 (3)

Source: Field Survey

Table 3 clearly shows the correlations between the personality factor and job influencing variables assessment.

In fact all the components of personality inklings established a significant relationship with the job influencing variables assessment. The order of significance is as follows: Personality types (0.999354), self-esteem and self-reliance (0.983726), emotions (0.927377), attitudes (0.877866), situations (0.815485), non complaining nature (0.780469), physiological factors (0.741953), emphatic attitude (0.730481), learning aspect (0.655800) and perceptions (0.613950).

Table 4: Managed Personality Factor v/s Developing and Sustaining Perseverance Attitude among Individuals

Respondents Opinion	Frequency	Percentage
Yes	238	91.18
No	23	08.82
Total	261	100.00

χ^2 Value : 5.208199%

df = 1, χ^2 at 0.05 level of significance = 3.84

Table 4 evidently shows that 91.18% of the respondents agreed that there is a strong relationship exists between managing personality factor and developing and sustaining perseverance attitude among employees. Results also showed that 8.82% of the respondents disagreed with this avowal.

Note: Null Hypothesis: developing and sustaining perseverance attitude among individuals is not significantly associated with the personality management. Alternative Hypothesis: Managing personalities results in developing and sustaining perseverance attitude among individuals. The calculated value of Chi-square (5.208199%) is greater than tabulated value of Chi-square at 5% level of significance. Hence Null Hypothesis is rejected and managing personality factor influences the perseverance attitude among individuals.

Table 5: Facilitation of Perseverance Attitude in Optimizing Individual Occupational Contributions Hurwicz Criterion for Various Acts

Act	Max	Min	Criterion Value = α (Max Value) + (1- α) (Min Value)
A ₁	261	210	0.6X261 + 0.4X210 = 240.6
A ₂	261	219	0.6X261 + 0.4X219 = 244.2
A ₃	261	198	0.6X261 + 0.4X198 = 235.8
A ₄	261	235	0.6X261 + 0.4X235 = 250.6
A ₅	261	165	0.6X261 + 0.4X165 = 222.6
A ₆	261	142	0.6X261 + 0.4X142 = 213.4

Note: A₁ = Adjusting Nature; A₂ = Acceptance Attitude; A₃ = Learning; A₄ = Personality Fit; A₅ = Individual Differences; A₆ = Creative Task Performance; Hurwicz principle of decision-making stipulates the decision-maker view may fall somewhere between the extreme pessimism of the maximin principle and the extreme optimism and pessimism may be shown. Table 5 obviously shows value associated with the A₄ (personality fit) is the maximum; hence personality fit possess the highest impact on optimizing individual occupational contributions.

RESULTS AND DISCUSSIONS

Majority of the respondents opined that there is a great impact of perseverance attitude on job dynamics. The degree of match between job duties and responsibilities, loyalty towards job, possessing job acumen, work-ethnic orientation, understanding job expectations, consistent performance, job fulfillment and self-analysis are considered as job influentials. The perseverance attitude of individuals enhances the area of correlation among all these variables. Potential

areas of perseverance attitude in job influencing variables assessments are emotional intelligence, readiness to change, self-judgments, interpersonal relations, innovative methods of working, openness to experience, hard work and personal values; all these variables are influenced by the personality dynamics of an individual.

Examinees positively responded towards various personality concerns which have potential impressions on the perseverance attitude of individuals; they are personality types, self-esteem and self-reliance, emotions, attitudes, situations, non complaining nature, physiological factors, emphatic attitude, learning aspect and perceptions. The correlations among all these variables are strong and play a decisive role in job influencing variables assessment. Most of the respondents accepted the statement called 'managed personality factor results in developing and sustaining perseverance attitude among employees'.

Personality fit quotient i.e. person with job and person with organization has maximum influence on optimizing individual contributions through assessing effectively the job influencing variables; followed by acceptance attitude of employees towards work assignments and mistakes rectifications, adjusting nature towards situations and environment, learning attitude, individual differences and creative task performances. All these findings stressed the need and significant impact and influence of perseverance attitude among individuals towards job influencing variables assessment. Personality dynamics in this regard are inescapable. Personality has been considered as emerging issue in the ever changing corporate mechanisms. The effective and efficient job performance lies with the managing those personality related perseverance attitudes of individuals. This strategic analysis presents many critical enigmas in front of the organizations regarding effective managing and treatment.

PRACTICAL IMPLICATIONS AND CONCLUSIONS

The dynamics of personality on perseverance attitudes of individuals at workplace influences job efficiency and effectiveness. Performing a job requires proper understanding and assessment of critical psychoanalytic factors. Managing peak performers or consistent performances is still under discussions. Job analysis alone is not enough to manage jobs. Every job operates in a dynamic environment under set of variables. Personality factor assists the organizations in managing individuals at work. Perseverance attitude is one which develops and sustains never give-up nature among employees towards job. Psycho-analysis of individual consists of examining personality type, environment, situations, cultural and hereditary determinants.

Job influencing variables assessment must start at the organizational level. The organizations have to focus on attaining person-job-organization fit. This match begins with understanding job by the individuals and assessing its impact on organization. The organizational transformations create enduring changes i.e. from making profits to learning centre. Job will become more interesting and motivating when individual needs are perfectly suits with job. After assigning a job to employee the key aspects is to be noted by the organizations are self-concept, self-image, degree of locus of control and social learning. All these variables create and develop a state of conduct of individual. Job composes of many variables like job expectations, job knowledge, job learning, job fulfillment, job loyalty etc. all these needs proper treatment. Sometimes the star performer may be rated poor due to inconsistent performance, here the personality analysis helps understanding cause-effect relationship. Extroverts (outward to themselves) and Introverts (quiet and not sociable) behaviors determines the level of interpersonal relations, because job environment essentially demands cordial relationships among employees. Work-ethic orientation is another outcome of perseverance attitude of individuals. The tuff schedules, targets of job require patience, hard work, balancing temperaments, accepting nature and successful task completions.

Perceptions toward job of individual are not always constant; they have significant impact on individual

performance issues. Learning attitude, individual differences, emotions and feelings will decide the level of job satisfaction and performance. Non complaining nature occurs due to shaping behaviors; generally it's a common phenomenon that employees used to complain on their job routines and environment. Perseverance attitude makes the individuals to stop complaining and searching ways for performing job effectively. Staying with the job, showing pride and positive attitude in completing assigned tasks will be materialized through behavioral modifications which are linked with personality dynamics. Risk taking nature of employees also implies the work-ethic orientation. Job attention and attraction elements go together. The organizations have to concentrate on matching jobs and individuals. Decision makings at individual level will become effective only when they are aware of job requirements and potentialities.

Job involvement degree can be enhanced through making the individuals to understand exactly what job needs v/s role. There is a requirement to assess regularly by the individual and the organizations; in case of organizations have to conduct job surveys. The employees should realize the relationship between organization and employee is a purely a psychological contract. Assessing job variables leads to self-awareness, self-management and self-motivation. Work events must be continuously monitored and aligned with the job fulfillments. Job variables assessment is a continuous activity, it includes delivering messages related to the job duties and responsibilities, socialization process with personality aspects contemplations, intervening culture and comprehensive training and proactive career plans. Personality research will become a base for all these possibilities. Job influencing variables assessment results in achieving personality fit. Openness to change is another benefit of perseverance attitude. This improves job performance through behavioral modifications. Assessing this perseverance attitude in individuals requires personality mapping. Developing this attitude depends on tuning the personalities with individual-cum-job interest's ideal alignment. Perseverance attitude is a double edged weapon; if it is not properly managed it may tend to arise of new-fangled tribulations in behavioral patterns of the individuals. Hence job influencing variables assessment results in job satisfaction and performance; it is closely allied with the perseverance attitude which is truly a personality fascia.

SCOPE FOR FURTHER RESEARCH

The study is conducted in only two IT parks with various IT professionals of the diverse qualifications, companies, designations and work experiences besides the financial and time constrictions. Thus, the upshot of the present study might be influenced by factors like the study period, attitudes towards perseverance trait, lack of exposure to personality dynamics involved in the study. Therefore, the findings of this study can't be generalized to the whole Indian IT Sector though the predetermined objectives of the study are successfully achieved. However, this study can be taken as a quantum leap a step forward in making its contributions in job influencing variables assessment (JIVA) of personality research and hence, it opens gates for further studies.

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